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SECRET EYES ONLY

14 JAN 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Maintaining High Quality Level of Personnel

**REFERENCE : Memo to D/Finance fm DD/S, dtd. 21 Nov. 1968,
Same Subject**

1. Pursuant to request contained in reference, I have currently reexamined SF Career personnel records to assure that we have not failed to identify any who do not measure up to Career Service level of competence and performance. As you know, the evaluation and career management of SF personnel have been given priority attention since I assumed responsibility as Director of Finance. The process of evaluation has included identification of weak employees and consideration of training, rotation, and other actions designed to improve the quality of their performance and potential.

2. Our reviews identified six (6) employees whose performance has been judged inadequate in some important aspect. In one case, a

terminated. The record clearly supported the evaluation of inadequate performance and substantive efforts to obtain correction. Both these were coordinated with and processed in accordance with advice received from the Office of Personnel.

4. The remaining four cases are still active. They involve employees at the [redacted] employees have been reassigned and, although both appear to have limited potential, both are reported as currently performing productively and satisfactorily.

5. The [redacted] employees are considered our main problem cases at the moment. Both have been apprised of their deficiencies.

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A salary step increase due the [REDACTED] employee, withheld because of inadequate performance, was recently released because of improvement in performance. In the case of the [REDACTED] employee, although there is some indication that his performance may not have been adequate on prior assignment to another office, formal evaluations have been good. Ratings during the past year have been inadequate. The employee has been advised of his deficiencies and assigned to a different office with the understanding that he is being given the opportunity to overcome prior evaluations.

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6. In summary, I believe we have identified employees not performing up to Career Service standards. Records on such employees adequately identify deficiencies and appropriate remedial action has been or is being taken and documented in each case. It is likely that more drastic action may be required in some of these (or other) cases but none appear to involve issues which are likely to require your assistance. We will, of course, continue to keep you advised of any cases which appear to be developing into situations requiring formal personnel action. Also, I will be glad to discuss any of the above cases in such detail as you may desire.

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[REDACTED]
L. E. BUSH
Director of Finance

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DD/S 68-5728

21 NOV 1968

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

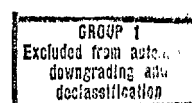
SUBJECT : Maintaining High Quality Level of Personnel

1. Demands on the Central Intelligence Agency require an unusually high level of competence, integrity and dedication to the fulfillment of the Agency's mission. It has been the Agency's policy to recruit only selected individuals and to offer them those opportunities for formal and informal training, promotion, and such permissible benefits as we have been able to devise as will retain their expertise and dedication for the benefit of the Agency. It follows that the Agency must assure that its personnel maintain an acceptable level of competence and performance during their official careers. Accordingly, a careful review must be made to identify personnel who fail to maintain the acceptable levels of performance or competence.

2. The personnel evaluation program should serve to accurately record the individual's sustained performance over the years. This is an on-going program, involving our system of fitness reports, periodic competitive promotion reviews and overall reviews to determine the employee's suitability for conversion from Career-Provisional to Career-Employee status and, for professionals, selection for the Midcareer Executive Development Program and senior training. While it is important to identify those personnel who rank highest in performance, it is equally important for each Career Service to be able to identify those people who rank lowest in performance. This latter category of employee should be the subject of continual remedial action on the part of supervisory and command personnel at all levels. Remedial action may take the form of discussions with the individual to let him know where he stands, transfer to a more suitable position, further training, downgrading or separation actions.

3. Some of the Support Career Services already have standards and procedures for identifying less than effective employees. Each Career Service must necessarily make this determination concerning its career employees.

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Procedures for this purpose should be meaningful and valid and must be applied on a completely equitable basis. In those cases where existing mechanisms do not appear to be appropriate, special review panels may be created to assist in the determination of employee effectiveness. Any review should take into full consideration the individual's fitness reports, length of time in grade and any other properly documented information relating to suitability, effectiveness and potential.

4. It is requested that such reviews be initiated with a view to identifying by name those who do not measure up to the Career Service level of competence and performance. This review should include the reasons for such identification; how the employees have been informed of their deficiencies; and the remedial actions you have taken or propose to take. Finally, the official records of each such employee must be examined carefully to ensure that they reflect adequately the evaluation of his less than effective performance as well as the remedial actions you have taken. It is imperative that the records support any planned course of action.

5. I would like to discuss with you the results of your review the second week of December 1968.

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1st week in January



[Signature] L. L. Bannerman
Deputy Director
for Support

cc: Chief, Support Services Staff

12-14 - [Redacted]
13 - 0
12 - 0
11 - [Redacted]
10 - 0
9 - 0
8 - [Redacted]
7 - [Redacted]
6 - [Redacted]

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